



2014 IMPD Staffing Study Commission

Presented by:

Indianapolis Fraternal Order of Police, Lodge #86

January 23, 2014

IMPD Staffing Commission, Rm. 260

City-County Council

Purpose of Presentation

- Review Starting Point (Where we are)
- Outline Officer Shortage & Future Projections
- Review DPS & FOP Collaboration
- Outline steps contained within the FOP 10 Step Stabilization Plan & Progress
- Explore New Opportunities
- Discuss Needed Next Steps

Situational Awareness

- Murders are up, Overall Crime has dipped, but projected to rise in 2014 (new reporting system)
- Assaults on our police officers have dramatically increased
- We are facing budget challenges
- Officer morale low but improving
- We had less police officers on our streets, in our neighborhoods & schools
- We strayed from a successful and proactive community policing model

Officer Shortage

Indianapolis Metropolitan Police Department

- One of the largest & most unique urban policing areas in the United States
- Covers 372 square miles
- Geographically larger than the city of Chicago or Denver
- Population has grown by about 230,000 from 2000-2010
- IMPD has had no overall increase in manpower. ***In fact, the city has fewer officers on patrol now than it did at the merger.***

Officer Shortage

Report commissioned by Director of Public Safety cites the **only effective way to staff IMPD is to hire more officers**



POLICE PERSONNEL ALLOCATION
EFFICIENCY TEAM
SUMMARY REPORT

Officer Shortage

CHALLENGE: No standard Police Staffing formula nationwide...

- DPS Report notes “general standard” comparative cities average
 - 2.5 officers per 1,000 citizens
- Indy only has 1.7 per 1,000
- Based on this comparison alone, we would ***need 685 additional officers***

Officer Shortage

Director of Public Safety did NOT stop there...

- Ordered IMPD Executive Staff to provide additional info on officers needed to “adequately staff” IMPD
- Based on “need specific to Indy”...we ***need 731 additional officers***

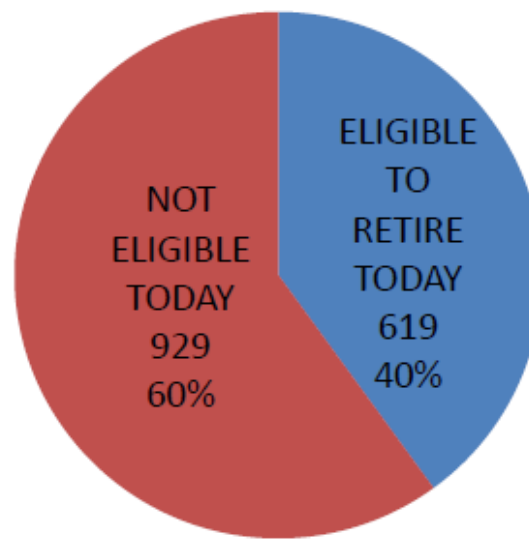
Officer Shortage

That means we should have over 2,200 police officers for City our size!

- **In 2013, the IMPD was budgeted for 1,597 police officers; we were down to 1,546 in September and dropping (NOW 1527)**
- **IMPD loses an average of 50 police officers every year due to normal attrition**

IMPD Age & Tenure

We are at a TIPPING POINT... “CRISIS”

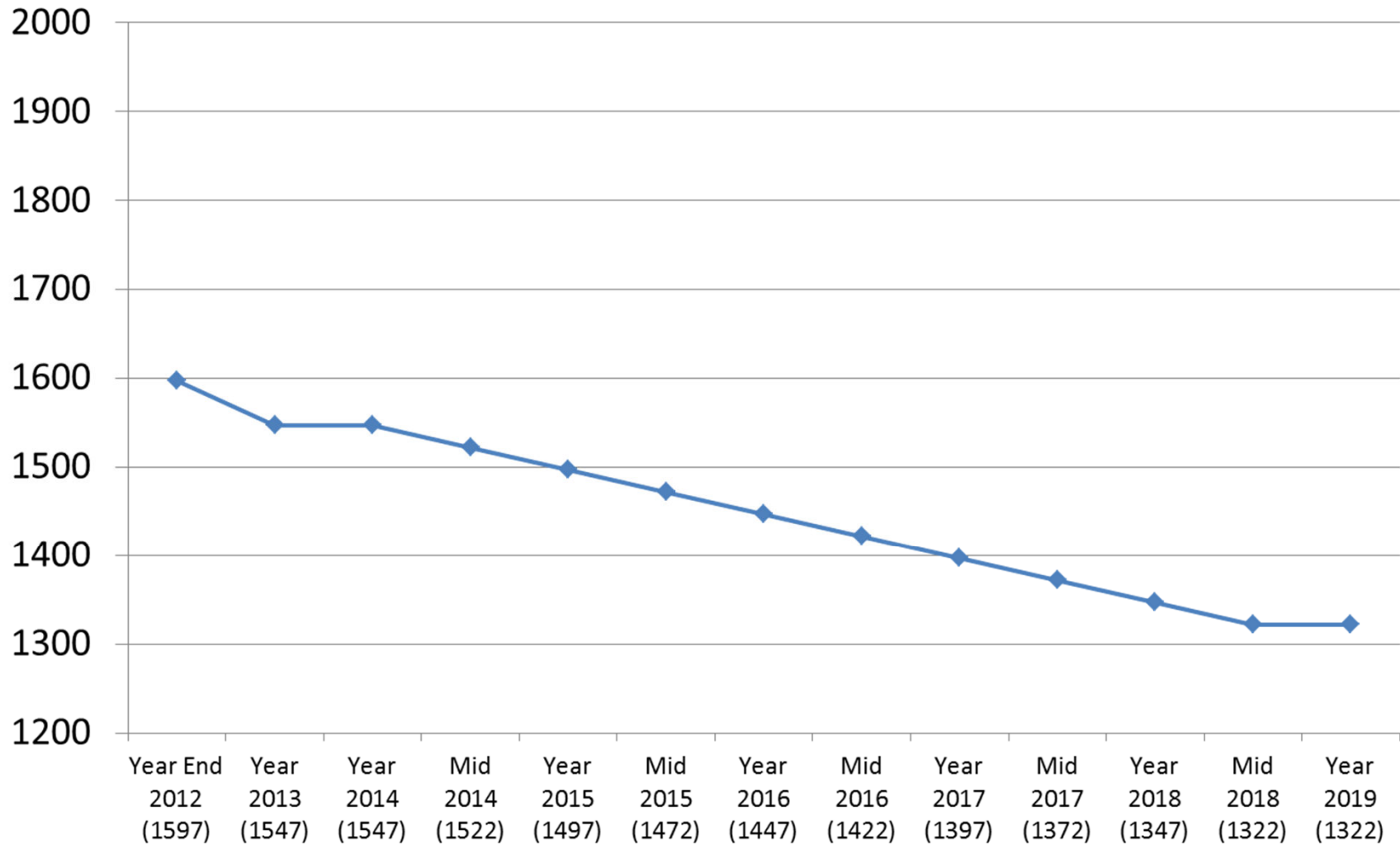


1,548 Sworn Officers

AVERAGE AGE OF IMPD OFFICER:	43.3 YEARS
AVERAGE TENURE OF IMPD OFFICER:	15.9 YEARS

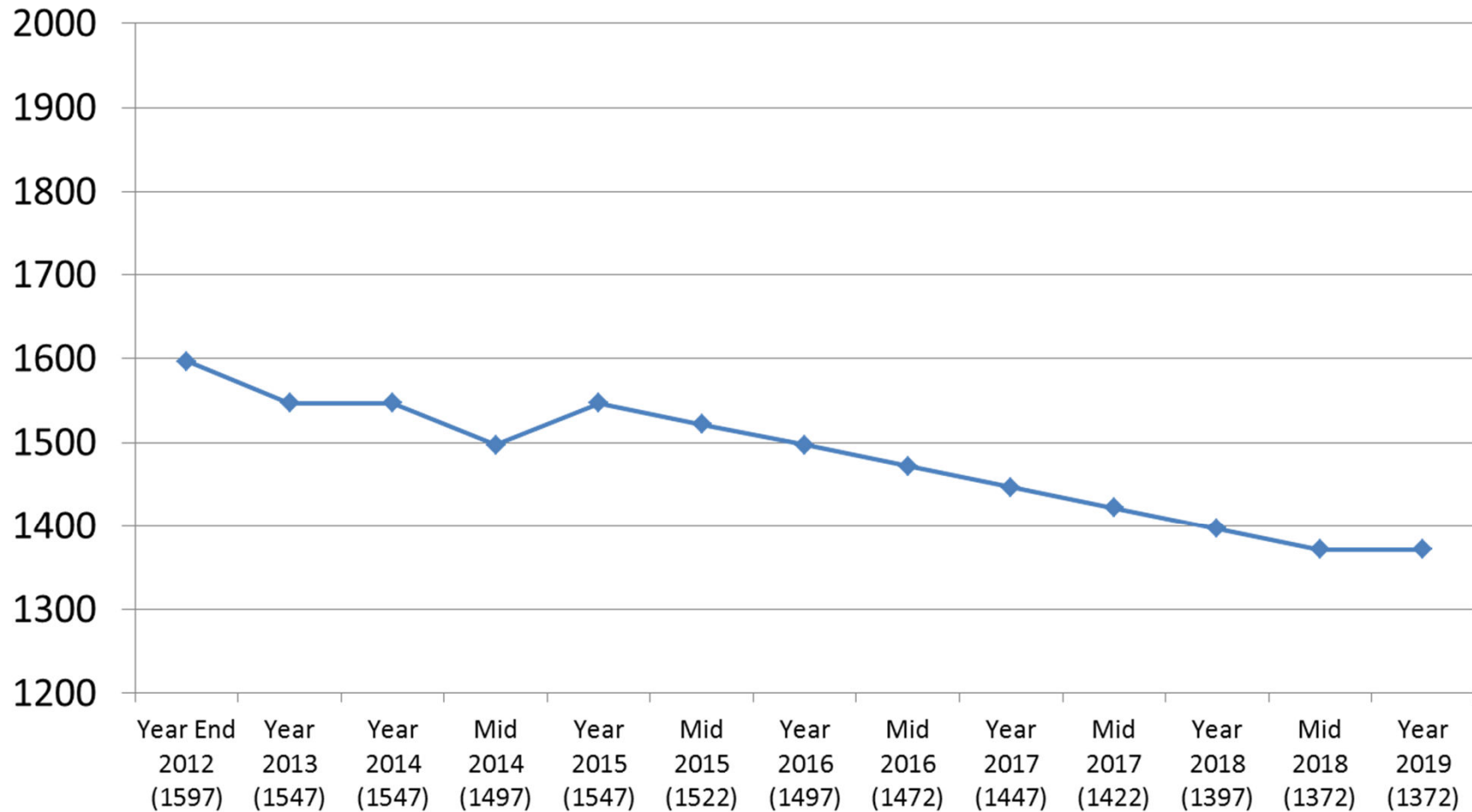
IMPD STAFFING

Cost of Doing Nothing



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Current Plan



FOP Proposal

- 5 Year Strategic Staffing Plan
- 100 Officers per year 2015-2019
- Projected net increase of 250 police officers which will bring us to over 1,800 by 2020

***Requires additional revenues and it must begin this year (2014)**

FOP Proposal 2014

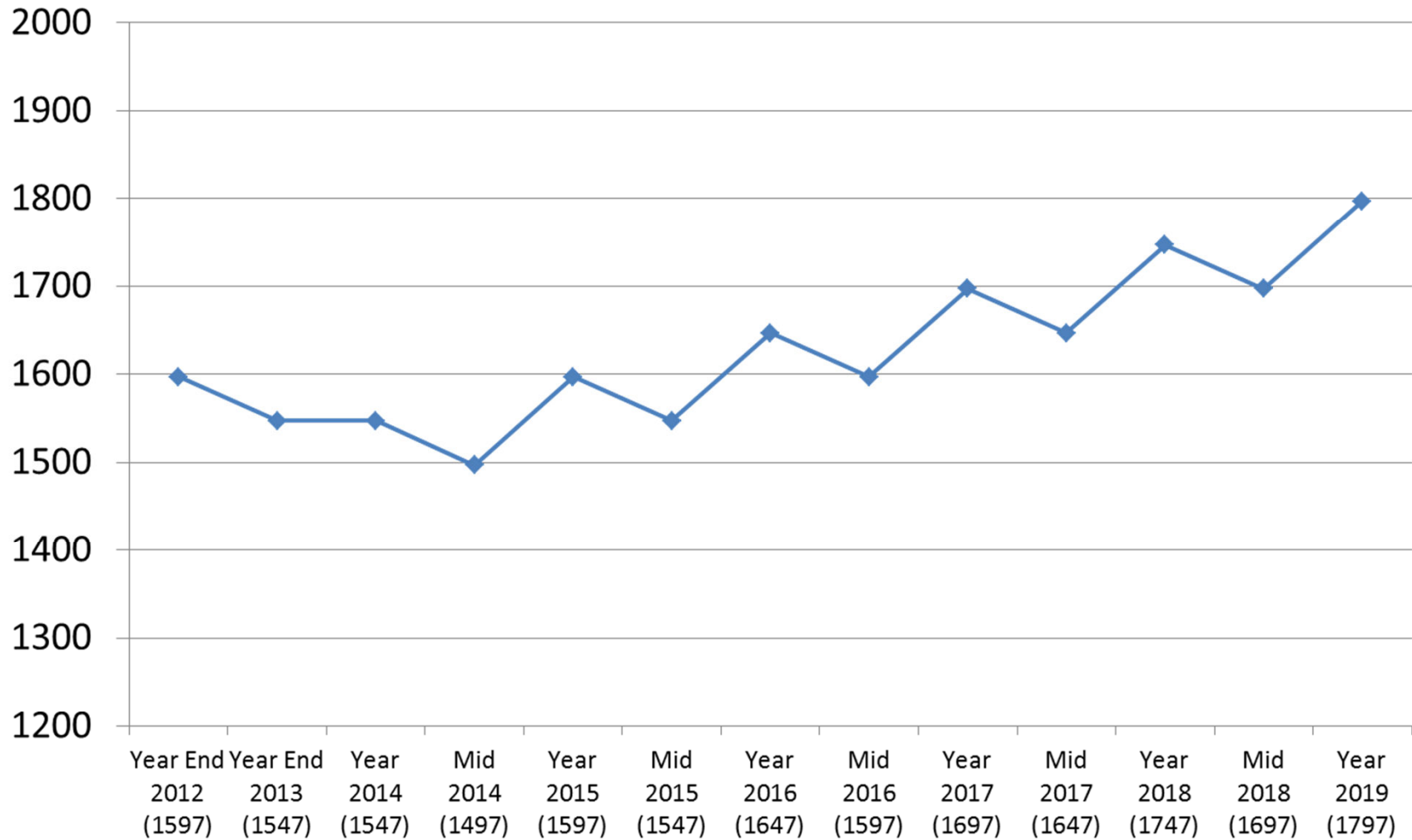
- \$6M from the Stabilization Fund 2014
- Ratify Labor Agreement 2014-2016
 - Retain needed experience, planned transitions & groundbreaking/innovative staffing models
- FOP and DPS study/implement minimum staffing models & alternative shift schedules

FOP Proposal 2015-2018

- Homestead Credit Elimination phased in over the next 2 years 2015-2016
 - Reimburse \$\$ lost to schools
 - Provides sustainable funding for officers
- Increase Public Safety Tax & Local Option Income Tax
 - Draw down a combined additional \$15M - \$30M
 - Provides sustainable funding for an additional 150-300 officers in 2015 through 2020

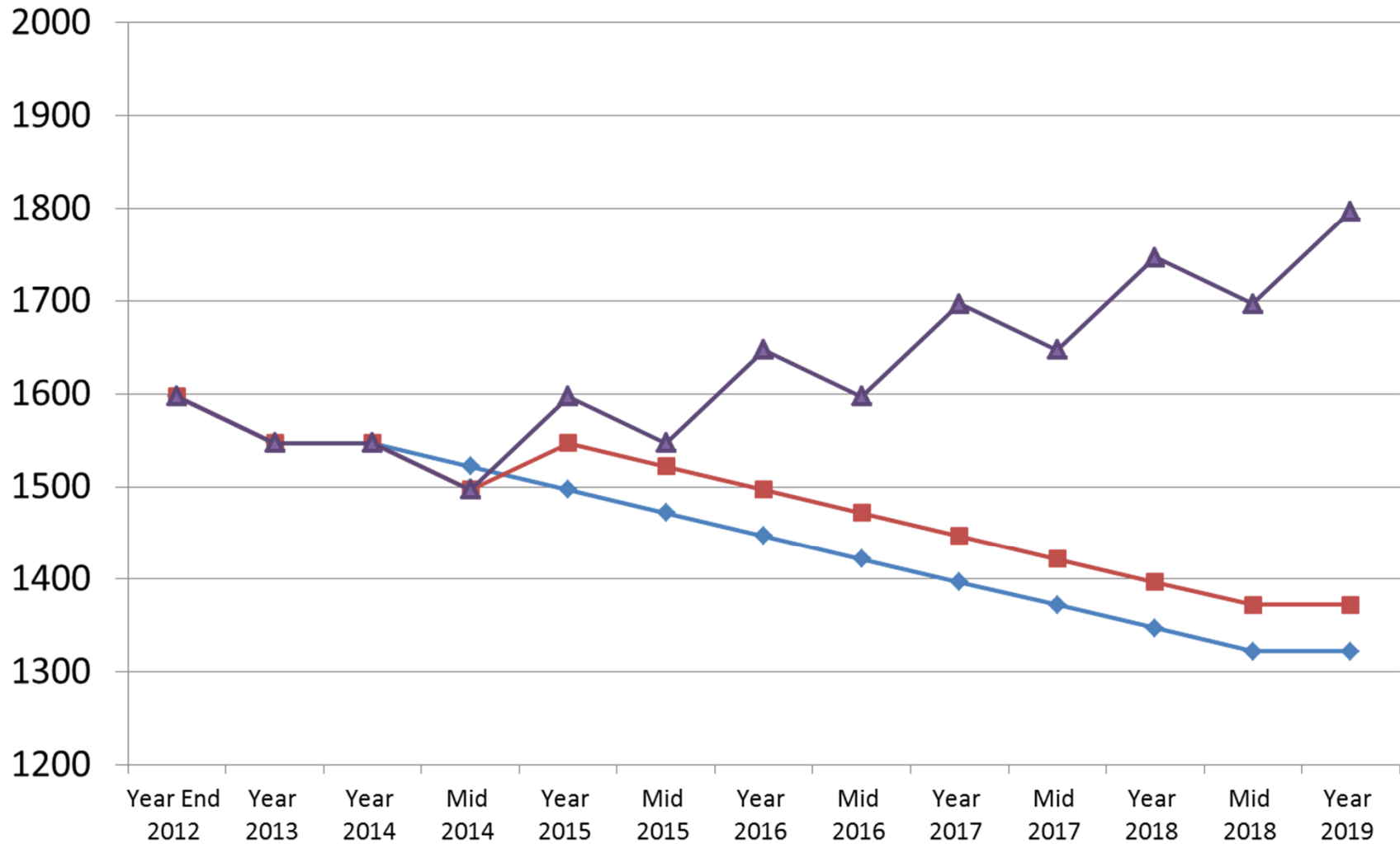
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FOP's Plan



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Plan Comparison



Past Challenges

Underlying all of this discussion (IN THE PAST) has been a lack of solid solutions to:

- Restore the faith of our community partners;
- Strengthen the morale of our police officers;
- Shore up the current financial crisis within public safety

FOP 10 Step Stabilization Plan

- FOP took a proactive approach to our collective situation of mutual concern
- Our objective was to fill the “solutions gap” with an effort to stabilize our then current situation within 2012 so that we could begin to move forward to address projected challenges in 2013 and 2014
- This plan was unanimously recommended by our Labor Management Committee and the Executive Board
- Our efforts still remain...

FOP 10 Step Stabilization Plan

STEP 1 Transition current DPS leadership

- The last (2) internal surveys showed 90% of respondents did not believe they were supported by the Director and 93% believed the department was moving in the wrong direction.
- Past police and sheriff leaders had expressed their lack of confidence in the Director and the direction of the IMPD.
- Citizens and their representatives had expressed complete frustration.
- “It was time to push the reset button and head in a different direction with DPS.”

DONE

FOP 10 Step Stabilization Plan

STEP 2 Flatten the Administrative Layers within DPS

- Previous Director had multiple layers of red tape and bureaucracy.
- The salary structure for DPS had increased 130% over predecessor.
- Multiple members of the Police Department no longer reported to the Chief of Police.
- There was no clear Chief of Police!

DONE and **In Process**

FOP 10 Step Stabilization Plan

STEP 3 Launch the EPIC Community Policing Model Citywide

- Department has a rich history of Community Policing.
- Education, Prevention, Intervention and Community Collaboration.
- Pilot program on North District calendar year 2011.
- Realigned Neighborhood Resource Section to include NROs, CROs and District Narcotics Units.

FOP 10 Step Stabilization Plan

STEP 3 Launch the EPIC Community Policing Model Citywide

In (1) year:

- over 45,000 contacts with Community Partners**
- over 800 arrests**
- nearly \$125,000 seized**
- over 100 guns associated with crime taken off the streets**
- nearly 50 criminally used cars seized.**

KEY POINT: (1) District: Only 25 officers/detectives utilized. Imagine Citywide!!

PENDING

FOP 10 Step Stabilization Plan

STEP 4 Amend current Police Work Schedules to Maximize Staffing Levels

- **April 2012, IMPD switched to Zone policing vs. Beat/Neighborhood Policing.**
- **Due to short staffing, this pulls officers out of neighborhoods to target high crime areas.**
- **We believe we can do both Hot Spot policing and EPIC Community Policing (Hybrid).**
- **Requires additional staffing during high volume service periods.**

FOP 10 Step Stabilization Plan

STEP 4 Amend current Police Work Schedules to Maximize Staffing Levels

- Only hired 27 officers 2010-2012 while we lost 4x that many to normal attrition.
- Contractual implications, will require us to educate our membership.
- Good example of Management and Labor working together to solve problems.

PENDING

FOP 10 Step Stabilization Plan

STEP 5 Amend Public Safety Vehicle Use and Purchasing to Maximize Force Mobility

- **(PART 1) Developed Fuel Surcharge that addresses Vehicle Usage, Off Duty Employment and an Opt Out Clause.**
- **Implemented January 2014.**
- **Projected revenue to offset costs for City while ensuring high visibility presence.**

DONE

FOP 10 Step Stabilization Plan

STEP 5 Amend Public Safety Vehicle Use and Purchasing to Maximize Force Mobility

- **(Part 2) Advocated to Combine Fleet Services to reduce fixed costs.**
- **Advocated to Combine Fleet Purchasing to leverage bulk buying power.**
- **Place all of Public Safety on responsible long term vehicle rotation plan.**
- **All included in Fleet Efficiency Team recs.**

In Process

FOP 10 Step Stabilization Plan

STEP 6 Create Regional Training Academy

- Will allow multiple agencies to utilize Regional Academy for basic certification, ongoing training & specialized training *with potential for revenue generation.*
- Ensures consistent LE training for all officers within Marion County.
- Allows IMPD to implement a long term recruitment and hiring program to maintain proper staffing levels.

PENDING

FOP 10 Step Stabilization Plan

STEP 7 Transfer Parks, Monon, Canal and Waterways to the MCSO. Transfer all Public Safety Communications to the IMPD

- **(PART 1) Transfer of Parks, Monon, etc allows the IMPD to keep officers in the neighborhoods while the MCSO focuses existing resources on these locations.**
- **Ensures dedicated force which compliments existing MCSO responsibilities such as Sex Offender Registry & Maximizes usage of existing MCSO fleet and personnel.**

FOP 10 Step Stabilization Plan

STEP 7 Transfer Parks, Monon, Canal and Waterways to the MCSO. Transfer all Public Safety Communications to the IMPD

- **(PART 2) Transfer of Police Dispatch Communications allows the IMPD to better ensure unified responsiveness to 911 and non-emergency calls for service;**
- **Consistent with overall DHS/EM best practices.**
- **Compliments redistricting & new CAD/RMS efforts**

PENDING

FOP 10 Step Stabilization Plan

STEP 8 Launch the Indianapolis Police Foundation of the FOP

- FOP researched best practices nationwide for past (3) years (LA, New York, St. Louis, New Orleans etc).
- Determined this is a “Game Changer”.
- Over 90-95% of police budgets are dedicated to salaries and benefits.
- Leaves little room for incubator innovation.
- First Project Funded \$150,000 TRAUMA KITS

DONE

FOP 10 Step Stabilization Plan

STEP 8 Launch the Indianapolis Police Foundation of the FOP

- **Must keep pace with ever evolving technology & assist with launching:**
 - **EPIC Community Policing efforts**
 - **Youth Programs**
 - **Crime Prevention Programs**
 - **Leadership Academy**
 - **Women Leadership & Police Fitness programs**
 - **Surveillance equipment & Gun Shot Trauma Bags.**

DONE

FOP 10 Step Stabilization Plan

STEP 9 Enact a Public Safety User Fee for Sporting Events, Conventions and Lodging

- **Races, Large Conventions, Summer Celebration, Super Bowl etc. place significant demand on limited police resources.**
- **As we saw with the Super Bowl, Officers are often pulled from the neighborhoods to staff large events.**

FOP 10 Step Stabilization Plan

STEP 9 Enact a Public Safety User Fee for Sporting Events, Conventions and Lodging

- Ensures those utilizing the extra services are helping to offset the additional costs ie equipment, staffing and OT.
- Previously the IMPD, IFD and EMS recouped no dollars for these services.
- Left Marion County citizens to shoulder the burden when they often are not the users.
- FOP stood FIRM on this issue.

FOP 10 Step Stabilization Plan

STEP 9 Enact a Public Safety User Fee for Sporting Events, Conventions and Lodging

- **New Legislation passed January 2013 by Council and signed by Mayor.**
- **Projected REVENUE of \$6 million 1st year**

Mayor Greg Ballard released the following statement:

“Tonight, in a bipartisan fashion, members of the City-County Council made difficult but necessary votes to strengthen the fiscal position of our city. I want to praise the leadership of both parties for reaching a long-term budget deal that cuts spending and provides the necessary revenue to maintain the City’s vital amenities and services.”

DONE and In Process

FOP 10 Step Stabilization Plan

STEP 10 Reinstitute a Grants Division within the Department of Public Safety

- Revelations in 2012 the City had no Grant Writing capacity dedicated to public safety.
- Eliminated Grant Writers in 2010 to save money??
- New DPS Administration has formed Grants Division & COPs Grant pursued for 2014

DONE

FOP 10 Step Stabilization Plan

NOTE:

- Our plan refers to conjoined steps versus individual separate points.
- It is our belief one step cannot happen without the other and all are necessary to:
 - triage our current environment
 - place our community back on solid footing.

Fiscal Impact of FOP Efforts for **IMPD 2013-2014**

\$100,000 Flatten the Administrative Layers within DPS

\$1.2 million Amend Public Safety Vehicle Use (Fuel Surcharge) and Purchasing to Maximize Force Mobility

\$150,000 Launch the Indianapolis Police Foundation of the FOP (First Year) ****Trauma Kits****

\$3.3 million (2013) Enact a Public Safety User Fee for Sporting Events

\$ 250,000 Reinstitute a Grants Division within DPS

Fiscal Impact of FOP Efforts for **IMPD 2013**

\$3.0 million FOP membership accepted a concession for the 2013 AND 2014 contractual increases.

CONSERVATIVE estimate of 2013's Total Fiscal Impact from FOP efforts for the IMPD :

\$8 million

FOP has demonstrated a commitment to our City with serious solutions
while providing safety for our citizens

Core Belief of the Indy FOP

“The police at all time should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police.

...the police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interest of community welfare.”

~Sir Robert Peel (1829)

NEW Opportunities

- Labor Agreement has been ratified 2014-2016
 - Retains needed experience, planned transitions & groundbreaking/innovative staffing models
- Greatly enhanced relationship with DPS
- Commitment to return to successful & proactive community policing models
- Create and implement a mutually agreeable minimum staffing model for IMPD
- Create and implement a mutually agreeable 10-hour work shift for Operations Division

Next Steps

- Staffing Commission continues to examine best practices
- DPS and FOP work to create & implement a mutually agreeable minimum staffing model for IMPD through 2014
- DPS and FOP work to create & implement a mutually agreeable 10-hour work shift for Operations Division through 2014
- DPS and FOP report progress to Staffing Commission
- Council begins Strategic Funding Plan for IMPD

Time is of the essence...we must act now!